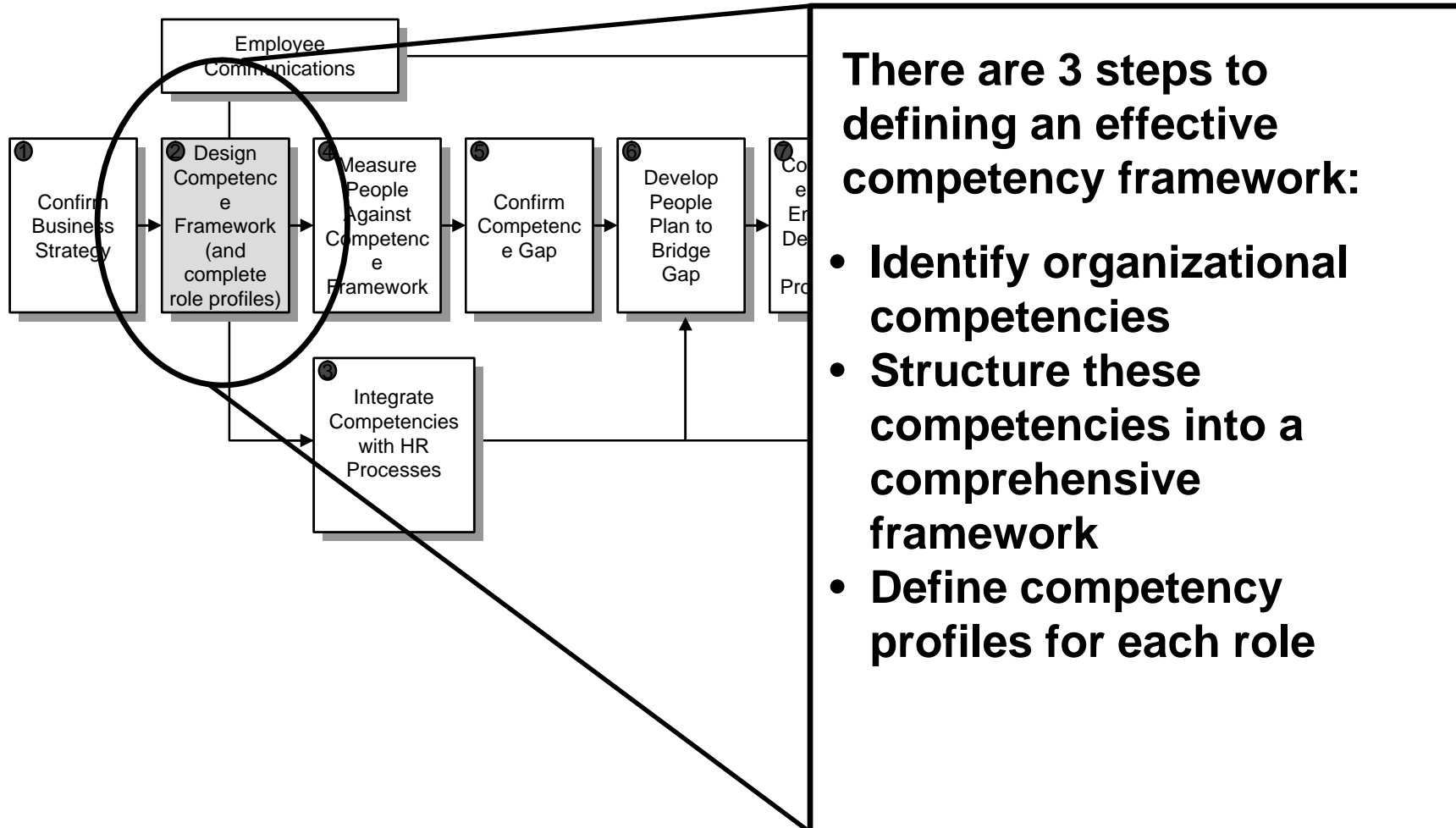


Developing a Competency Framework:



Competency Example: Written Communication

Definition: The ability to compose written materials in a clear and concise manner appropriate for the audience.

LEVEL	COMPETENCY DESCRIPTION
1	<ul style="list-style-type: none"> • Develop documents or correspondence that communicate straight forward messages to own work group • Use appropriate business terminology • Write complete sentences using proper grammar and spelling
2	<ul style="list-style-type: none"> • Use terminology appropriate for the audience • Develop documents or correspondence that effectively communicate to work groups who share the same perspective • Express ideas in a clear, concise manner
3	<ul style="list-style-type: none"> • Develop complex documents that are clear and concise • Develop messages that convey alternative viewpoints • Review and edit documents created by others
4	<ul style="list-style-type: none"> • Explain complex concepts clearly using terms appropriate for the audience • Develop messages that reconcile alternative viewpoints • Use language and style that captures the attention of the audience
5	<ul style="list-style-type: none"> • Develop communication messages that are for varied audiences • Communicate sensitive or controversial messages effectively • Demonstrate deep expertise in the area of written communication

Proficiency Scale

Behavioral (or other) Indicators

Competency Frameworks identify which competencies are required to support each role in the organization and what level of performance is expected in each competency.

	JOB STANDARD*				
	Developing	Developing - Competent	Competent	Competent - Strong	Strong
6. Business Planning and Management					
6.1 Strategic Thinking					
6.2 Directing Activity					
6.3 Managing Locally Within a Global Context					
6.4 Drive down Costs and Cycle Times					
6.5 Create and Manage Change					
6.6 Manage Budgets					
6.7 Managing Ambiguity					
6.8 Managing Diversity					
7. Leadership/Staff and Performance Management					
7.1 Project Management					
7.2 Work and Lead in Teams					
7.3 Motivational Skills					
7.4 Mentoring					
7.5 Developing Others					
7.6 Self Development					
7.7 Staff Training					
7.8 Contributing to Internal Communication and Knowledge Sharing					
7.9 Recruitment					
8. Relationship Management					
8.1 Networking					
8.2 Acting as an Ambassador for Shell Capital within the Shell Group					
8.3 Influencing					
8.4 Personal Impact					
9. Communication					
9.1 Business Presentation skills					
9.2 Producing Business Proposals					
10. Problem Solving					
10.1 Results Orientation					
10.2 Commitment to Results					
10.3 Decision Making					
10.4 Entrepreneurship					
10.5 Creativity					
11. IT Skills					
11.1 Software Skills					
11.2 Knowledge management					
11.3 Electronic Communications					

*Example where a role is a job.